**2008 IRI Member Summit:**
*Talent 2020*

# Generations at Work
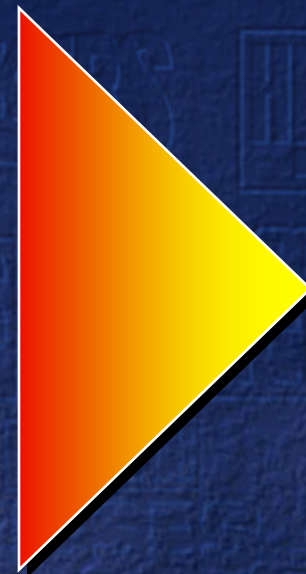
## Mary Parsons

# Generations At Work

- What are generations?

- Why look at them?

- How do generations view life and work?

- Attracting and retaining talent

# People born at the same time share more than a birthday

- Shared experiences create shared characteristics

**Life Events**
**Cultural Impacts**
**Historical Events**
**Parenting Influences**
**Educational**

**Attitudes**
**Beliefs**
**Reactions**
**Values**
**Behaviors**

**Common views of work ethic rewards and motivation**

HERSHEY'S
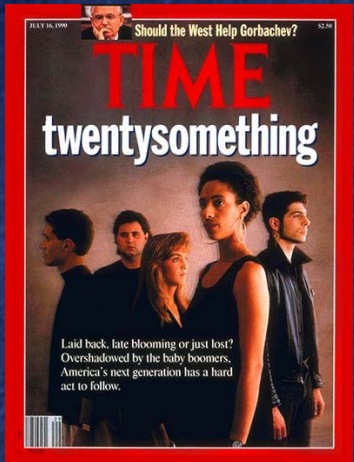
# Success depends on the ability to recruit, retain, manage, and motivate people
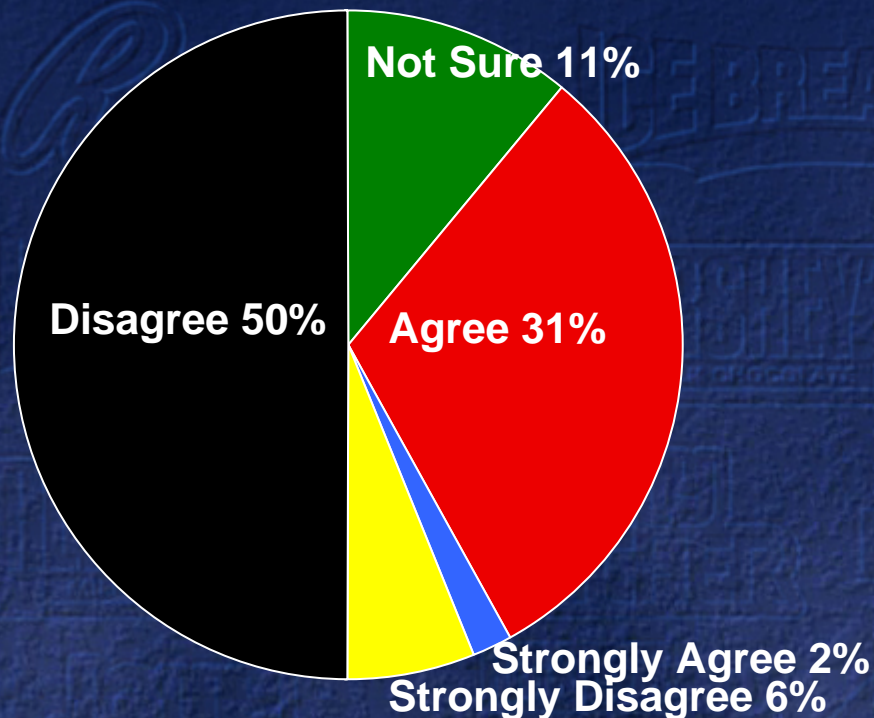


■ Competitive Workplace

■ Turnover rates increasing

■ Results are a Priority

HERSHEY'S

# Why Look at Generations?

**Workers of different generations blend as they work together; age is not a major factor at work**



Pie chart:
- Disagree 50%
- Not Sure 11%
- Agree 31%
- Strongly Agree 2%
- Strongly Disagree 6%

- ■ 4 Generations are working side by side
- ■ People are at the heart of what we do
- ■ The Gap is widening
- ■ Different values, experiences, styles, and attitudes create
  - –Misunderstandings
  - –Frustrations

Lancaster and Stillman. *When Generations Collide*

HERSHEY'S

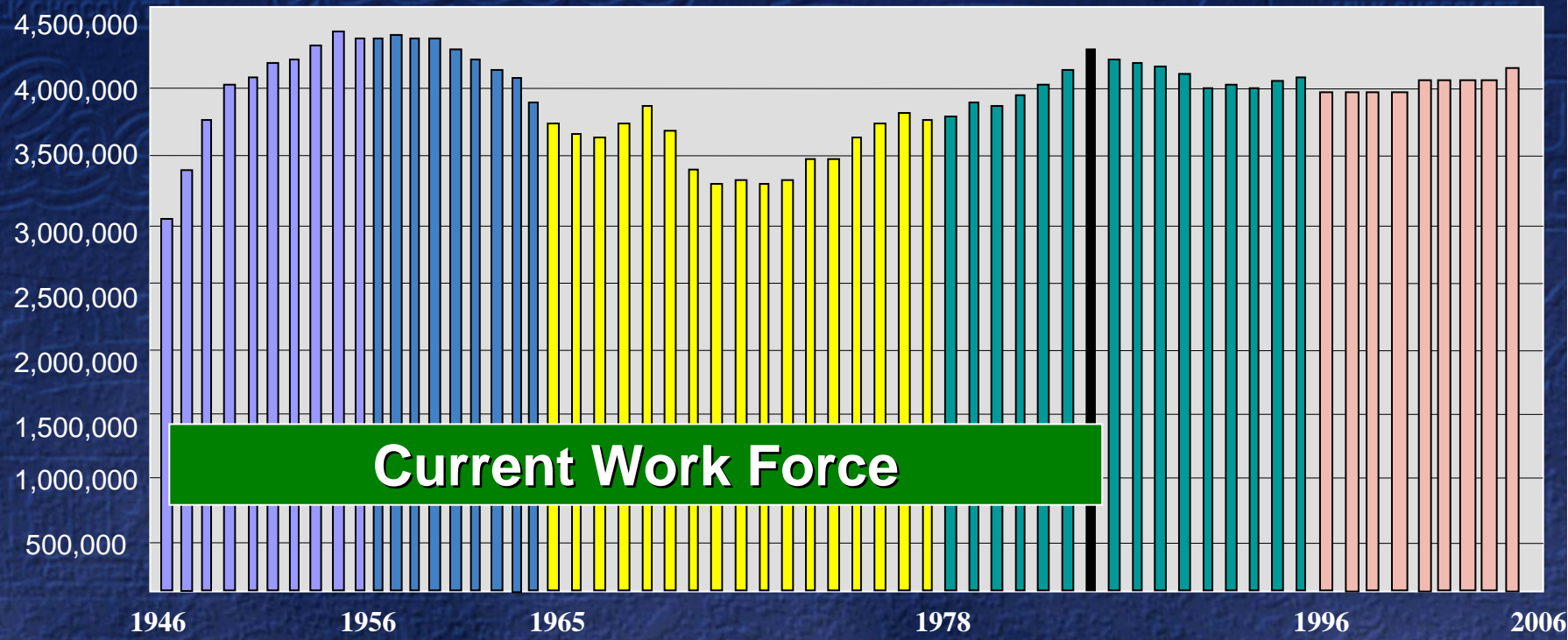# Current Work Force Spans Four Generations



Silent 64 - 84    Boomers  48 to 64    Gen X 28 to 48    Millennial birth to 28

Current Work Force

| | Boomers | Gen X | Millennial |
|---|---|---|---|
| Total 2007 | 78 million | 53 million | 71 million | 52 million |
| Total 2020 | 70 million | 55 million | 75 million | 55 million |

# Work Behavior is driven by Generational Core Values

| Silent | Boomer | Gen X | Millennial |
|--------|--------|-------|------------|
| Dedication | Optimism | Diversity | Optimism |
| Sacrifice | Team players | Global | Civic duty |
| Hard work | Gratification | Balance | Confidence |
| Conformity | Health | Technology | Achievement |
| Law and order | Growth | Fun | Sociability |
| Respect | Youth | Informality | Morality |
| Patience | Work | Self-reliance | Street smarts |
| Duty | Involvement | Pragmatism | Diversity |
| Honor | | Me | Family oriented |
| | | | Tolerance |

| Loyal<br>Thorough<br>Expert | Driven<br>Relationships<br>Approval | Adaptable<br>Pragmatic<br>Independent | Teachable<br>Confident<br>Multi-task |
|---|---|---|---|

# Generations at Work

| | Silent | Boomer | Gen X | Millennial |
|---|---|---|---|---|
| **Leadership** | Hierarchy | Consensus | Competence | Pull Together |
| **Authority** | Respectful | Love/Hate | Unimpressed | Polite |
| **Work Ethic** | Work Hard No Play | Work Hard Play Hard | Work Hard Don't Interfere With Play | Good Grades Others Pay |
| **Balance** | Don't get it | Sandwich Generation | Balance Now | Flexibility |
| **Value** | Loyalty Relationship | Profitability Reputation Sink or Swim | Stimulation Balance Feedback | Diversity Support Environment |

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# Generational shifts will drive new organizational dynamics

- Loyalty to institution
- Rank, hierarchy
- Following rules
- System and Process
- Safety and Security
- Career Advancement

- Free Agency
- Independence
- Autonomy
- Action and results
- Challenge and risk
- Work life balance

| Motivation | Inspiration | Feedback | Recognition |
|---|---|---|---|

| Organization | Communication | Job Design |
|---|---|---|
| Career Path | Team Processes | Development |

**HERSHEY'S**

# Hershey Employee Value Proposition

**Deliver an employee value proposition that ignites passion, unwraps potential, builds capability, drives performance, & WINS in the marketplace**

| Motivation | Inspiration | Feedback | Recognition |
|---|---|---|---|

| Organization | Communication | Job Design |
|---|---|---|

| Career Path | Team Processes | Development |
|---|---|---|

HERSHEY'S

# Hershey Value Proposition

| | |
|---|---|
| **Unwrap Potential** | • Mentoring<br>• Succession Planning<br>• Organizational Structure<br>• Recruiting Programs |
| **Ignite Passion** | • Marketing Community Circle<br>• U-tube pop-up/Desk drops<br>• Leader in a box<br>• Hershey School/Community Action |
| **Drive Performance** | • Bottom up performance management overhaul<br>• QTE –employee engagement program<br>• Flexible reward and recognition options<br>• Flexible work options |
| **Build Capability** | • Generations Training<br>• Cross Generational Mentoring<br>• Employee Creativity Room<br>• On-line Training |

**HERSHEY'S**

# Resources

- *Nikki Peterson --The Utah Education Association*

- *Zemke, Raines, and Filipczak – Generations at Work*

- Howe and Strauss: *Millennials Rising; Millennials and Pop Culture*

    - Lancaster and Stillman : *When Generations Collide: Who They Are, Why They Clash, How to Solve the Generational Puzzle at Work*

    - Life Course Associates - http://www.lifecourse.com

    - Generations at Work - http://www.generationsatwork.com

    - *Generations at Work: A Candid Snapshot of the Generations…and Their Differences – 2007  http://www.amanet.org*

**HERSHEY'S**